

14 April 1977

MEMORANDUM FOR: Deputy to the DCI for National Intelligence  
FROM : National Intelligence Officer for USSR-EE  
SUBJECT : DCI's Planned Discussion of Intelligence Priorities  
with The President

Among the many subjects suitable for this meeting, I would like to emphasize one: intelligence evaluations of foreign reactions to US courses of action. The DCI might make the following points:

In terms of substance, there is an obvious need to give full consideration to foreign reactions to US policies. Such consideration can lead to positive modifications of the policy or, at the least, to full awareness of and preparations for negative reactions. Intelligence is in most cases not uniquely qualified, compared to other departments, to foresee foreign reactions. Its special contribution comes from objectivity in analyzing and presenting these reactions; it brings to this task no personal or institutional commitment either to old policies or new ones.

In terms of the timing of this contribution, the earlier in the policymaking process, the better. But better late than never.

In terms of procedures, intelligence faces inhibitions in volunteering this kind of contribution, which will often highlight costs (with benefits being the responsibility of others) and will occasionally appear as a unilateral effort to reopen policy questions that others regard as closed. The best solution is for the President to issue general guidance that intelligence shall regularly prepare independent appraisals of likely foreign reactions to US policies. If that is established as a general principle, then either intelligence or policy departments will be free to initiate such intelligence contributions as specific policy questions arise.

This is  
should  
DCI's



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MEMORANDUM FOR: *Drink, V*  
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*Mac comments on Presidential  
Priorities from individual NIOs  
Mark*

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